

PARIS 77-1583

DD/A Registry  
File *Personnel-1*

DD/A Registry  
77-2815

18 MAY 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Personnel Promotion Plan

REFERENCE : Note to DDA from EA/DCI dtd 9 May 77,  
re same subject

1. Action Requested: None; information in response to your query.
2. In response to the reference, the Annual Personnel Plan (APP), which presents the plans of each of the Directorates, is the basic planning document. For FY 1976 (which is 15 months as it includes the Transition Quarter) and FY 1977, the APP presents data by Directorate and by grade on gains, losses and promotions. Table 1 summarizes the promotion data. On a 12-month basis, promotions during both FY 1976 and FY 1977 are about 15 percent below the ten-year average.
3. A second relevant document is the Career Service Grade Authorization (CSGA), which is published monthly and matches on-duty strength against adjusted position allowance, by Career Service and by grade. This is the basic control mechanism to assure that the Agency does not exceed its ceiling and its position allowances.
4. Potential problem areas can be identified by comparing the APP and the CSGA. For example, we see that as of the end of March, the DDO had underages in GS-14's, GS-09's, and GS-05's; yet, the APP indicates an expectation that losses will exceed gains in those grades. Therefore, promotions could be increased to these grades. Conversely, despite overages in GS-17's and GS-10's, the APP indicates gains exceeding losses in those grades, and promotions to these grades will have to be reduced. The comparison indicates some need for adjustment which should be accomplished by management decision. I would note, however, that where the promotion selection is done only annually, as in the Operations Directorate, there is less opportunity to adjust promotion plans if the initial projections on gains and losses are off.

5. An attempt was made a year ago, in cooperation with the Comptroller, to develop a methodology to match program data against a labor coefficient matrix for program elements to derive a five-year labor projection. The softness of the program data for the out years vitiated the results. We have, therefore, stuck with a three-year concept as embodied in the Personnel Development Program.

6. Under the present system, major responsibility for manpower management is delegated to the Deputies. It is their responsibility to prepare and review the Annual Personnel Plan for their respective Directorates, and it is their responsibility to supervise the promotion selection process. We believe active review of the Annual Personnel Plan by you or the DDCI, aided by staff analysis from the Office of Personnel, can help to assure a basic balance in personnel plans and provide early warning of problems more easily corrected at the Agency level than the Directorate level. I share your concern for the improvement of long-term planning and will work with the Comptroller in the analysis of the manpower implications from program data. We need early warning of significant shifts in skill or language requirements so that we can make the necessary adjustments in our skills inventory.

7. There is a direct correlation between the number of promotions and the number of separations. An increase in separations will generate an increase in promotions for two to three years. (See Table 2.) Poor estimation of separations leads to poor estimation of possible promotions. Thus, in FY 1976, both losses and promotions (though reduced) exceeded conservative APP projections. The Office of Personnel has developed a retirement estimator that has proven valid (within 10 to 15 percent error) but has no good way to estimate other separations, such as resignations and involuntary terminations. Total separations during calendar year 1976 were 50 percent of the ten-year average. I would expect some increase during FY 1977 because of improving economic conditions, but this has not yet happened. From the viewpoint of employees who expect promotions, this low separation rate must be alarming. From the viewpoint of the Agency, a low separation rate is usually viewed as reassuring in that it signifies retention of a heavy investment in skills and experience. To the extent that we wish to maintain older professionals with needed skills and an influx of young professionals, the low separation rate makes it all the more difficult to cope, particularly under pressures for reduced ceilings.

8. Tables 3 and 4 illustrate additional insights available from the Annual Personnel Plan. Table 3 displays the average time-in-grade of those professional employees who were promoted during FY 1976. The excessively long times displayed for the DDS&T for grades GS-16 to -18 result from a very low attrition rate among a group of relatively young supergrades. As a result, there are few openings and there are long waits within the feeder groups. Table 4 illustrates the average promotion rates of professionals for the different Directorates and for different grades. Generally, as a function of grade structure, there is a marked slowdown in the promotion rate after GS-12.

9. We do have a capability to make computer-aided simulations and projections. I attach a series of graphics prepared more than a year ago for each of the Directorates that show age distribution in June 1975, a simulation (black line) of age distribution in 1980 based on then-current age patterns of gains and losses, and a second simulation (red line) that shows the impact of a protracted hiring freeze of young professionals. The hiring freeze increased the average age dramatically, especially in those Directorates that had been accustomed to hiring significant numbers of young professionals (DDI and DDS&T). We have used this modeling capability to assist the Executive Advisory Group and the individual Directorates. It has been quite useful in assessing the long-term impact of alternative policies.

10. We have also done some modeling of changes in grade structure over time, but that has been less useful because grade structure at any particular time tends to be a given while it is the promotion rate, while lagging, that adjusts to compensate for gain and loss patterns that unbalance the grade structure. For the future we will be exploring trends in promotions on the basis of varying assumptions on grade structure, losses and gains.

/s/ John F. Blake  
John F. Blake

Attachments

Distribution:

Orig - Adse  
1 - DDCI  
1 - ER  
2 - DDA  
2 - D/Pers (1 w/held)  
2 - OP/P&C/PS (1 w/held)

Originator:

Director of Personnel  
17 MAY 1977

OP/P&C/PS [REDACTED] D/Pers:FMJJanney:bkf (17 May 77)

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Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

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Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

AVERAGE TIME-IN-GRADE OF PROFESSIONAL  
EMPLOYEES PROMOTED: FY 1976

<u>To Grade</u>					(Months)
	<u>DDO</u>	<u>DDI</u>	<u>DDA</u>	<u>DDS&amp;T</u>	<u>Simple Average</u>
18	36	47	60	<u>97</u>	60
17	39	37	45	<u>72</u>	48
16	53	63	48	<u>87</u>	63
15	<u>79</u>	46	57	60	60
14	<u>63</u>	46	58	41	52
13	47	50	<u>56</u>	32	46
12	39	<u>42</u>	41	28	38
11	<u>26</u>	16	22	19	24
10	<u>31</u>	18	27	19	24
9	18	13	17	<u>21</u>	17
8	37	17	24	<u>44</u>	30
7 & below	14	26	34	19	23

Note: Boxes mark Directorate with longest time-in-grade for promotees to the specified grade.

Source: Annual Personnel Plan--actual data for FY 1976.

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Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

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Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

date: 9 May 1977

TO: DDA

FROM: EA/DCI

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

77-1270

SUBJECT: Personnel Promotion Plan

REMARKS:

The Director asked if a Personnel Promotion Plan exists for each of the Directorates. Such a plan might contain projections of needs vs. availability of assets for the next five years.

STATINTL



OFFICE OF THE DIRECTOR

77-2670

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

TO: DDA

FROM: EA/DCI

77-1270

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File Personnel

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DDA Distribution:

Orig w/1 - DDA Subj (Orig to be returned to DCI w/response)  
1 - D/Pers (action)

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2



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Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500030015-2